



# Lean Six Sigma Black Belt Project

## PEO CS&CSS Omnibus Services Program

### Type: DMAIC

### Project 199, Final Briefing 18 May 06

Sponsor: Dan Mehney, Dir, Acq Ctr  
BG Patrick O'Reilly, PEO CS&CSS

Team Members: Martin Green, Leader, Acq Ctr, Black Belt Candidate  
PEO CS&CSS: Susan Budrys, Dianne Duggan, Mike Scharra  
Business Law: Christine Kachan  
Acq Ctr: Heidi Henderson, Susan Jackson, Laura Jacobson, Jay Lentz, Vanita Sims, Scott Sinelli, Diana Wend



# Problem Statement

The current process for acquiring services under the Multiple Award Task Order (MATO) contract for PEO CS&CSS is not effective or efficient.

Problem Statement approved on Initial Brief: 14 Jul 04



# Problem Impact

Customer (PEO CS&CSS) satisfaction with the program is unacceptably low and the PEO's ability to meet mission requirements is being adversely affected. Number of days to solicit and process awards is unacceptable.



# Completed Goals

- Reduced cycle time by 59% (goal was 40%)
- Improve the customer feedback mechanism - new tool implemented
- Improve customer satisfaction - feedback has improved significantly.



# **TACOM**

Life Cycle Management Command

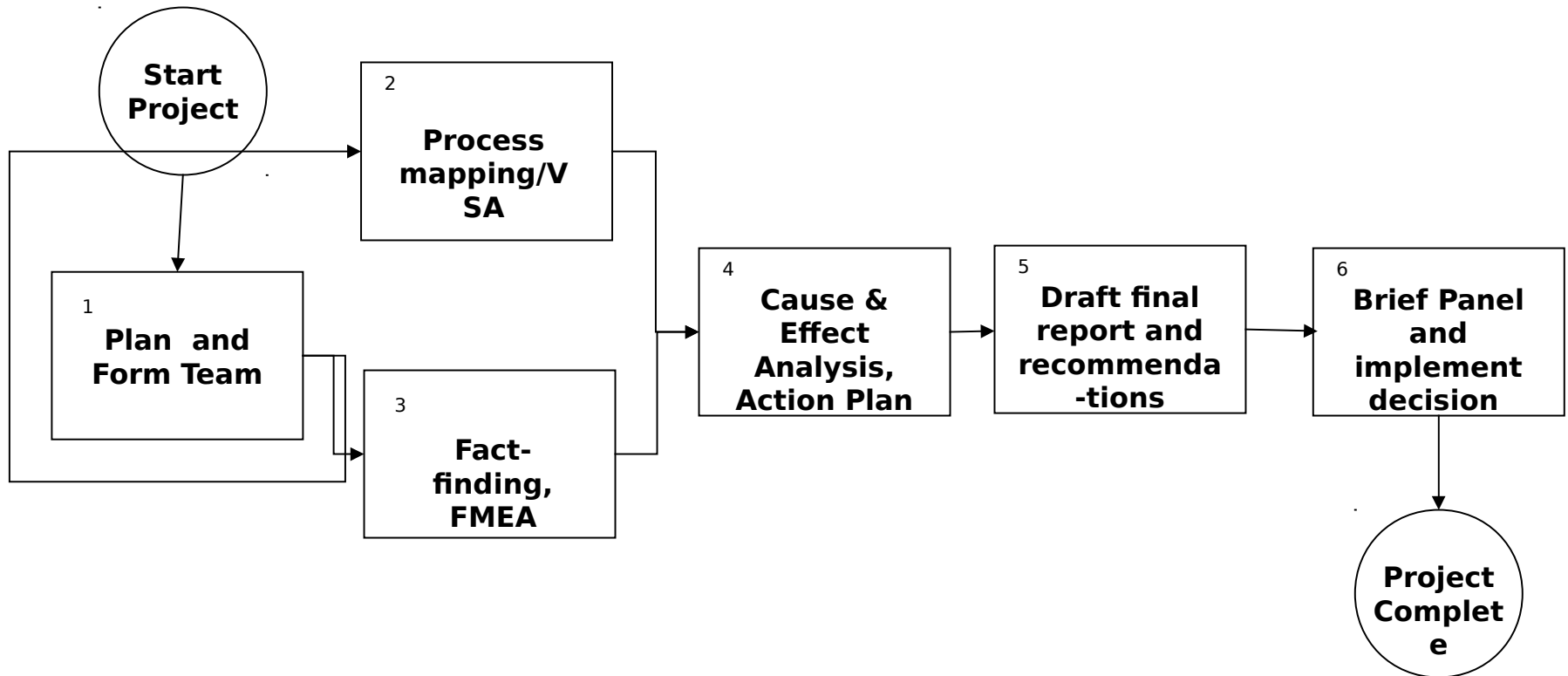


## Lean Six Sigma Analysis

|         |                                     |                            |
|---------|-------------------------------------|----------------------------|
| Define  | <input checked="" type="checkbox"/> | Brainstorming              |
|         | <input checked="" type="checkbox"/> | Fishbone - Causes & Effect |
| Measure | <input checked="" type="checkbox"/> | Process Map                |
| Analyze | <input checked="" type="checkbox"/> | FMEA                       |
| Improve | <input checked="" type="checkbox"/> | Value Stream Process Map   |
| Control | <input checked="" type="checkbox"/> | Document new process       |
|         | <input checked="" type="checkbox"/> | Complete                   |



# Project Process Map





# TACOM



## Life Cycle Management Command

|       |  | Jul | Aug | Sep | Oct | Nov | Dec | Jan 05 | Feb | Mar | Apr | May | Jun | Climate Status |
|-------|--|-----|-----|-----|-----|-----|-----|--------|-----|-----|-----|-----|-----|----------------|
| Phase | Description                                    |     |     |     |     |     |     |        |     |     |     |     |     |                |
|       | Omnibus Services Program                       | ▲   |     |     |     |     |     |        |     |     |     |     | ▲   |                |
| D     | Commence Project                               | ▲   |     |     |     |     |     |        |     |     |     |     |     |                |
|       | Brief Review Panel                             | ▲   |     |     |     |     |     |        |     |     |     |     |     |                |
|       | Team Selection                                 | ▲   |     |     |     |     |     |        |     |     |     |     |     |                |
| M     | Conduct Process Mapping w/ Team                |     | ■   |     |     |     |     |        |     |     |     |     |     |                |
|       | Develop Tracking Tool                          |     |     |     |     |     |     |        | ■   | ■   | ■   |     |     |                |
|       | Collect Data                                   |     |     |     | ■   | ■   | ■   | ■      | ■   | ■   | ■   | ■   | ■   |                |
| A     | Prepare Ishikawa (Fishbone) Diagrams           |     |     | ■   |     |     |     |        |     |     |     |     |     |                |
|       | Conduct FMEA                                   |     |     |     | ■   | ■   | ■   |        |     |     |     |     |     |                |
|       | Develop Action Plan                            |     |     |     |     |     | ■   | ■      |     |     |     |     |     |                |
| I     | Prepare Guidance on ERC                        |     |     |     |     |     |     | ■      | ■   | ■   | ■   | ■   | ■   |                |
|       | Prepare Guidance on Eval Criteria (Green Belt) |     |     |     |     |     |     | ■      | ■   | ■   | ■   | ■   | ■   |                |
|       | Implement Improved Tracking Tool               |     |     |     |     |     |     |        |     | ■   | ■   | ■   | ■   |                |
|       | Develop Evaluation Matrix (Green Belt)         |     |     |     |     |     |     | ■      | ■   | ■   | ■   | ■   | ■   |                |
|       | Implement Forward Pricing Rates                |     |     |     |     |     |     |        |     |     |     |     | ■   | ■              |
| C     | Monitor Improved Process w/ Tracking Tool      |     |     |     |     |     |     |        |     |     |     |     | ■   | ■              |
|       | Monitor award times                            |     |     |     |     |     |     |        |     |     |     |     | ■   | ■              |
|       | Monitor Customer Satisfaction                  |     |     |     |     |     |     |        |     |     | ■   | ■   | ■   | ■              |
|       | Project Complete                               |     |     |     |     |     |     |        |     |     |     |     | ▲   |                |
|       | <b>Personnel</b>                               |     |     |     |     |     |     |        |     |     |     |     |     | <b>Totals</b>  |
|       | Marty Green, Black Belt                        | 2   | 2   | 2   | 4   | 2   | 2   | 1      | 1   | 1   | 1   | 1   | 1   | 20             |
|       | Vanita Sims, Green Belt                        |     | 2   | 2   | 4   | 2   | 2   | 1      |     |     |     |     |     | 13             |
|       | PEO/PM Customers*                              |     | 6   | 6   | 12  | 6   | 6   | 2      | 2   | 2   | 2   | 3   | 1   | 48             |
|       | Business Law                                   |     | 2   | 2   | 4   | 2   | 2   | 1      | 2   | 2   | 2   | 3   | 1   | 23             |
|       | Jay Lentz/Heidi Henderson                      |     | 4   | 4   | 8   | 8   | 4   | 2      | 3   | 3   | 3   | 4   | 3   | 46             |
|       | Scott Sinelli                                  |     |     | 1   | 2   | 2   | 1   | 1      | 1   | 1   | 1   | 1   |     | 11             |
|       | Laura Jacobson/Sue Jackson                     |     | 4   | 4   | 9   | 9   | 4   | 2      | 4   | 4   | 4   | 3   | 2   | 49             |
|       | <b>Total</b>                                   | 2   | 20  | 21  | 43  | 31  | 21  | 10     | 13  | 13  | 13  | 15  | 8   | 210            |
|       | *Susan Budrys, Mike Scharra, Dianne Duggan     |     |     |     |     |     |     |        |     |     |     |     |     |                |



# Project Resource Cost

- Hours of Labor
  - Acq Center: 139 hours - \$7,923
  - PEO CS&CSS: 48 hours - \$2,736
  - Business Law: 23 hours - \$1,311
  - TOTAL 210 hours - \$11,970
- Materials, Equipment, other, \$0

# Project Benefits

| Name (Leaders) | Level |
|----------------|-------|
| Martin Green   | Black |
|                |       |

Project 199, PEO CS&CSS Omnibus Service Program

|                  |   |             |
|------------------|---|-------------|
| T<br>y<br>p<br>e |   | Engineering |
|                  |   | Production  |
|                  |   | Business    |
|                  | X | Management  |

| Quality or Customer Satisfaction  | Cost  |
|---|---|
| <p>Feb 04 comments: Bad news, unhappy, lots of problems, hit or miss, not where it needs to be, not very flexible, legal/PCO/CS not flexible, last 2 contracts haven't worked</p> <p>Feb 05 overall: 2.80</p> <p>Apr 06 comments: very customer oriented, proposal eval process has been streamlined by PCOs, process has improved significantly, working well. Overall: 3.56</p> | <p>Can't quantify, but efficiencies have been gained and program is back on track.</p>                            |
| <p># days to issue award from receipt of procurement package (average)</p> <p>(3QFY03 - FY04): 51.65 days</p> <p>FY05: 38 days (26% improvement)</p> <p>1 Jan - 30 Apr 06: 21 days (59.3% improvement)</p>  | <p>Risk of not meeting PEO CS&amp;CSS milestones is reduced commensurate with the reduction of schedule days.</p> |
| Schedule  | Risk  |



# Contributions & Certification

| Name            | Contributions                                       | Requestin<br>g |
|-----------------|---|----------------|
| Martin<br>Green | Facilitated entire project                          | Black Belt     |
| Vanita<br>Sims  | Facilitated follow-on<br>Evaluation Process project | Green Belt     |
|                 |   |                |



# Follow-up Actions

- Action/Decision
  - Management approval that project has been completed satisfactorily
- Follow-up activity
  - Continue to monitor customer satisfaction
  - Continue to monitor order placement time
  - Continue to populate ERC with instruction for the workforce



Life Cycle Management Command



# Summary

The Lean Six Sigma Team has successfully developed the tools to measure, improve and control the Omnibus Services Project.